



The 5 Pillars of a Profession

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Introduction.

The procurement profession is widely known to its members, but not so widely known outside. Why?

In this session we will discuss a new model of procurement professionalization: an aspirational model for professional procurement and supply management constructed around five key elements:

- technical attributes,
- functional characteristics,
- internal consistency,
- external regulation
- social recognition.



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Does that mean a new (long) road into the future or is it just a rusty trail?




Introduction.

- The key themes in this interactive presentation are:
 - One more time, what is the nature of a profession?
 - Why seek professional recognition?
 - Can the procurement profession gain more recognition for its members?
 - Why create another model of a profession?
 - What does the 5 Pillars Model look like?
 - What does this new model mean for the future of public procurement?



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One more time, what is the nature of a profession?

- I used to think a profession was built around:
 - The existence of professional rules,
 - A bunch of ethics,
 - A sense of community commitment,
 - A body to enforce professional rules; and
 - An emerging definition of the body of knowledge
 - Some professional heroes and heroines.



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But I also realised that for public procurement:

“the ... principal areas of difficulty remain the definition of the body of knowledge, the enforcement of professional rules and the development of a sense of community commitment” (Callender, 2005, 267).

BUT I WAS WRONG - THE STORY IS JUST NOT THAT SIMPLE



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Why seek professional recognition?

- Status
- Creates a sense of certainty
- Members can exercise autonomy
- Members can exert their authority
- Members can demonstrate their capacity to make “professional judgments”.



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Can the procurement profession gain more recognition for its members?

- It's been working mighty hard (NIGP has been at it since 1944)
- There have been problems getting all the professional bodies to sing in tune.
- Different countries start at different levels of procurement maturity
- There are many knowledge challenges.



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Why create another model of a profession?

- That's a good question!
- And it's a long story but it started when the CIPS-NIGP Partnership asked me to research and design a Public Procurement Maturity Framework.
- This experience forced me to re-examine my views on professions in general.



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- In addition, I have been recently working more closely with the medical profession – not as a patient, but as a manager. It’s an experience that has given me another view of professions and professional recognition.
- “Professional recognition” in this case covers recognition both within the profession and its recognition by society.



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- In the case of medicine, early knowledge was rudimentary, maybe downright wrong. But over time knowledge and rigorous practice developed. One of the prices of this progress was loss of life – a tradition we are reminded of if we meet people who believe that going to hospital is the last step before dying.
- Thankfully, most of us today view a hospital as a place of treatment and a doctor as a successful healer.



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- But it wasn’t just knowledge that changed – it was the rigor with which that knowledge was applied. It is still a work in progress.
- In the process it changed the medical profession, it created a new language for clinicians and it created rigorous regulation to enhance standards of practice.

And societal recognition and respect grew.



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So how does this apply to public procurement?

- Well, in my wanderings I came up with a couple of models.
- They are designed to help think about where we are and where we are going.



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- The “five pillars” title is coincidence
- It is not consciously related to any other “5 Pillars” concept. It just happened that I found five key ways to examine the content, context and standing of the profession relating to public procurement (and procurement generally).



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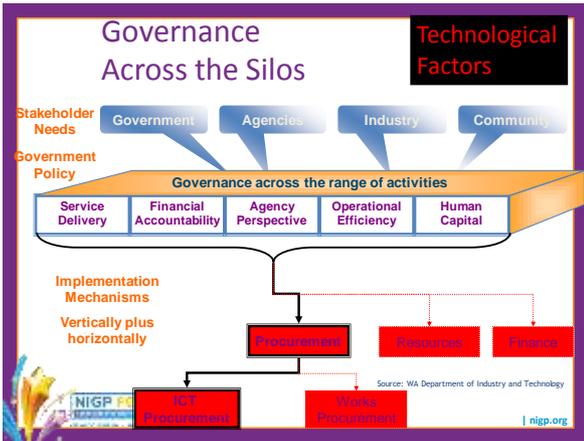
As I approached these elements they seemed to fall into five key themes



- There were even people who had gone before me, like Paul Schapper, who had found five implementation mechanisms relating to the management of public procurement



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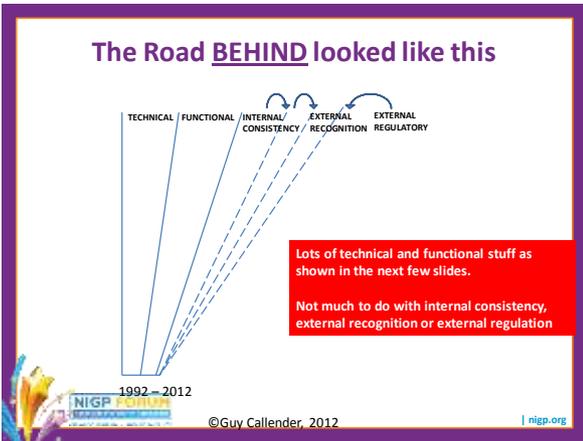


- But eventually I decided to break it up into the past ...
- And the future

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STANDARDISATION WITHIN NATIONAL BOUNDARIES

RISK MANAGEMENT + RISK TAKING
RISK TRANSFER offloading on suppliers
ALLOCATION

PURCHASING CARDS

E PROCUREMENT
- lessons learnt + JEDI STORES

ERPs - basic analytics

GLOBAL MARKET PLACE

UNDERSTANDING PUBLIC VS PRIVATE
technical strategies etc
explicit commonalities
understand differences

MAKE OR BUY DECISIONS

COOPERATIVE PURCHASING

COMMUNITIES OF INTEREST

- PEOPLE ISSUES - Leadership + needs for delivery
- RECIPIENT ISSUES - social, economic + environmental agendas
- SUPPLIERS - Qualification + development
- GOV PROC AS A LEVER FOR SOCIAL REFORM
- PRICING METRICS - Scores + service agreements
 - ↳ for process
 - ↳ Benchmarking inc international measurement
- E. LITERACY - enabling suppliers + buyers
 - ↳ for process
 - ↳ for management capability
- DATA MANAGEMENT IX / Metrics + e-identity
- PUBLIC SECTOR POLICY REFORM
- COMPETITION (e.g. lat, social reform, supplier qualification)

INTEGRATED ACQUISITION MODEL (IAM)

ALIGNMENT OF INCENTIVES FOR VARIOUS STAKEHOLDERS

PUBLIC SECTOR REFORM - Win-win of politicians - (Road to the Prince!) + private profession

- ↳ Differences between jurisdictions

VACUUM POST-CONTRACT AWARD (in relation to Int. Acq. Model)

FACTORS THAT IMPACT DEVELOP OF IAM

STANDARD FORMATS FOR CONTRACTS

- ↳ conditions of contract + legal factors
- ↳ managing relationships

FOCUS ON OUTCOMES - metrics

- social responsibility
- Real value
- supplier community's perspective

INTEGRATED SYSTEMS ACROSS JURISDICTION BOUNDARIES



Getting the right angle was the major challenge

- Apart from the fieldwork my team undertook I also considered the opinions of many experts, some of whose more interesting comments appear the following slides.
- Some are elegant, others cheeky and one is pretty hard to understand (you can choose!)



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- *... professional society has enormous potential for enhancing human life and ensuring social justice, but it also presents professional ethics with egregious opportunities for exploitation.* Perkin, 1996, p 26.



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- *No doubt the same can be said of all professions. They are all conspiracies against the laity [non professionals]; and I do not suggest that the medical conspiracy is either better or worse than the military conspiracy, the legal conspiracy ... the pedagogic conspiracy, the royal and aristocratic conspiracy ... and the innumerable industrial, commercial and financial conspiracies, from the trade union to the great exchanges, which make up the huge conflict which we call society.* (Shaw, 1911, pp. 8-19)



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- *I hold every man [(sic)] a debtor to his profession; from which he receives countenance and profit, so ought they of duty ... to be a help and ornament thereunto. This is performed in some degree by the honest and liberal practice of a profession ... free from the abuses wherewith the same profession is performed; but much more if this is performed ... to visit and strengthen the roots and foundation of the science itself, thereby not only gracing it in reputation and dignity, but also amplifying it in perfection and substance.* (Francis Bacon in Dixon, 1996, 134)[My apologies for his sexist language but this was written in the 1800s]



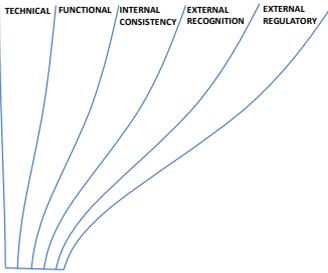
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- Anecdotal evidence of the unease implicit between the members of a learned profession and the non-professional may be drawn from Jim Spigelman:
The legal profession has 'historical continuity' while a 'market' wakes up every morning with a completely blank mind. (in Editorial, 1998, p. 20)



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This was the Road AHEAD I settled on



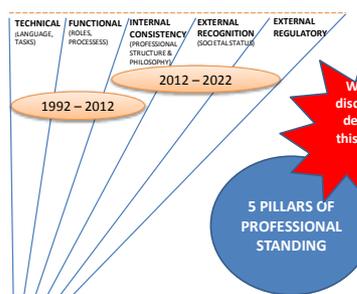

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Let's talk about it



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Professional Structure



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Why do we need recognition?

- Without societal recognition, your profession is just your baby – the world recognizes it when something goes wrong – but on an every-day basis it has little visibility.
- Do you have super-heroines and heroes of public procurement in the daily paper (maybe Doonesbury and Bristow)?
- Are procurement textbooks in schools and liberal arts college courses or just in procurement courses?
- So how do we get society to take notice in a positive way?



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Thomas Kuhn tried to answer part of this question nearly 45 years ago

The intrinsic nature of societal recognition was described by Thomas Kuhn (1970, 43) in the following terms:

Close historical investigation of a given specialty at a given time discloses a set of recurrent and quasi-standard illustrations of various theories in their conceptual, observational, and instrumental applications. These are the community paradigms, revealed in its textbooks, lectures, and laboratory exercises.

Kuhn's first sentence provides a clue to the overall context of the 5 Pillars Model. The second sentence helps explain some of the professional uncertainty facing procurement.



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And how does regulation help?

- It seems to me that is public procurement professionals regulate their members and member organizations through practice standards, ethical guidance requirements, quality management principles, (and link these to accreditation of members – including realistic sanctions for breaches) then society is going to have a different look at the public procurement profession. No rigor – no recognition.



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- And I thought I should use a few other professional groups as examples to discuss with you, to illustrate the main issues.
- So don't be offended if I have not given your favorite professions the recognition you think they deserve. This is just my viewpoint.



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COMPARISONS

Think about some other professions.....

Learned Professions	Legally Supported Professions	Para Professions	Would-be Professions
Law	Accountancy	Procurement	Bankers
Medicine	Engineering	Project management	Teachers
Theology	Surveying	Teaching	Procurement
	Nursing	Human Resource Management	Management



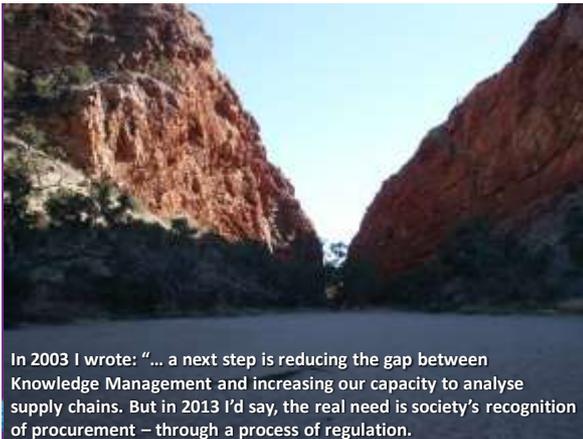
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- So this brings us towards the conclusion of the discussion of the model.
- I see a lot of work ahead in each branch of the model
- I see major advantages for the public procurement profession if you are game to take up the load.
- It's your call!



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In 2003 I wrote: "... a next step is reducing the gap between Knowledge Management and increasing our capacity to analyse supply chains. But in 2013 I'd say, the real need is society's recognition of procurement – through a process of regulation.

So we come full circle. This was my comment back in 2005 that I feel is wrong or at least incomplete. I would like the chance to correct it a little.

So, for public procurement:

*“the ... principal areas of difficulty remain the definition of the body of knowledge, the enforcement of professional rules and the development of a sense of community commitment **and a sense of wider recognition within our societies**”*



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I want public procurement professionals to avoid being on the platform of a railroad going nowhere ...



- Thank you for your presence
- Thank you for inviting me to your Forum and for the opportunity to present this model
- I hope it comes to fruition for you soon
- (PS: These tracks may be rusty but they brought the future to the folk living near this dock).
- Guy.Callender@gmail.com

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